

MARICOPA COUNTY

4TH QUARTER/ANNUAL FY 2000-01 FINANCIAL & PERSONNEL RESULTS REPORT



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Maricopa County Financial & Personnel Results Report 4th Quarter/Annual FY 2000-01
Prepared by the Office of Management & Budget



MARICOPA COUNTY OFFICIALS

Board of Supervisors

Janice K. Brewer, Chairman
District 4

Fulton Brock
District 1

Don Stapley
District 2

Andrew Kunasek
District 3

Mary Rose Garrido Wilcox
District 5

County Administrative Officer

David R. Smith

Deputy County Administrator

Sandra L. Wilson

Front cover photograph used courtesy of the Herb and Dorothy McLaughlin Collection, Arizona Collection, Arizona State University Libraries.

Maricopa County, 301 W. Jefferson, Suite 1070, Phoenix, AZ. 85003
Phone (602) 506-7280 Fax (602) 506-3063
(www.maricopa.gov/budget/management.asp)



INTRODUCTION

Achieving Countywide strategic performance results, increasing employee job satisfaction and providing a better quality of life for employees, requires successful financial and personnel resource accountability. The 4th Quarter/Annual Financial and Personnel Results Report for FY 2000-01 provides management with the tools necessary to achieve organization objectives and measurable results in order to assess emerging personnel trends and make informed decisions. Accomplishing personnel strategies and improving accountability processes requires successful management of funded positions, administration and control of staffing resources and financial and personnel decisionmaking based upon accurate and timely data. The Office of Management and Budget (OMB) works to provide this information and ensure full funding for all positions through the Funded Position Policy and the Lump Sum Budgeting Guidelines used in preparation of the annual budget.

Maricopa County's financial and personnel resource strategies focus on the recruitment and retention of productive employees. Retaining highly productive and accomplished employees requires alignment of employee performance with a personal commitment and cooperation in attaining Countywide objectives. Crucial elements of these processes include:

- Compensation, including wages, benefits and employee leave programs.
- Development of employee relations programs.
- Ongoing development and maintenance of programs, processes, services, resources, and training to enhance the health, morale, productivity, and organizational knowledge of employees Countywide.

Information concerning departments with small numbers of employees (less than 25) should be used with extreme caution. A change of one or two vacancies, positions or terminations reflects a higher percentage change than those same movements within larger departments. These higher percentage changes may or may not reflect significant issues within these smaller departments.

Any questions you may have regarding this report or the position control process may be addressed to Maricopa County, Office of Management and Budget, 301 West Jefferson, Suite 1070, Phoenix, Arizona 85003. You may also call this office at (602) 506-7280.



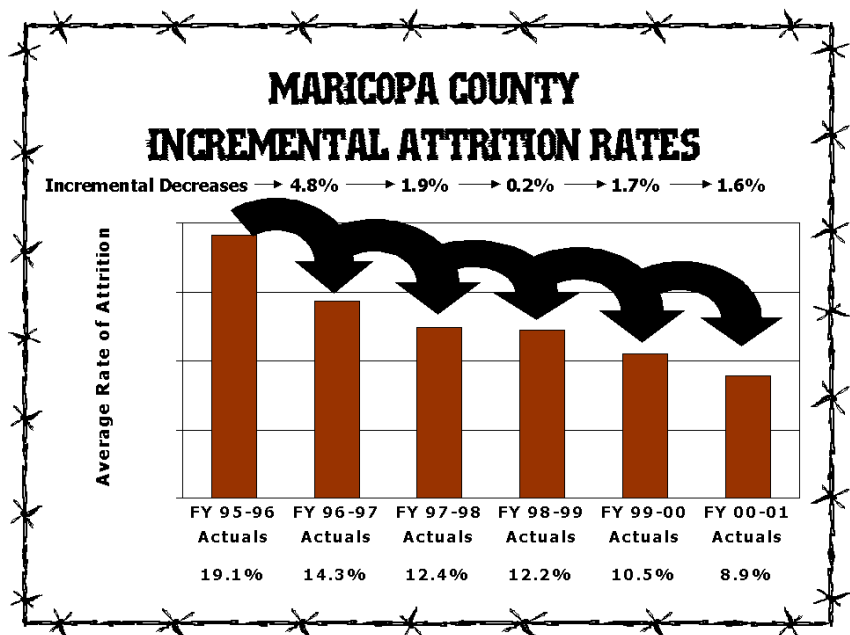
FY 2000-01 HIGHLIGHTS

Maricopa County's success in maintaining its strategic position as a leader in the local labor market is evident by the continued drop in attrition. Average annual FY 2000-01 Countywide attrition¹, or turnover, is at an all-time low of 8.9% down 1.6 basis points from last fiscal year. Maintaining its market share of highly productive and skilled employees results from the County's focusing its resources on increasing employee satisfaction and quality of life issues.

Maricopa County's drop in attrition may be attributed to such factors as:

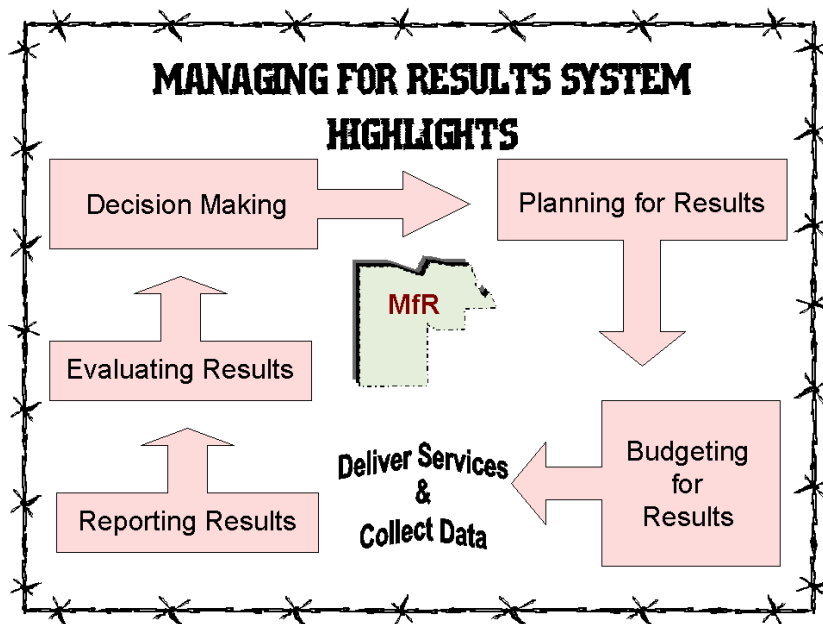
- Pay equity. (Maricopa County achieved its goal set forth in the Compensation Plan of 1997, to attain a level of pay for all employees relative to market pay-rates.)
- Recruitment and retention strategies.
- Continued growth in the local economy, etc.

As demonstrated on the chart at right, average annual rates of attrition and incremental decreases in attrition rates have continued to drop since FY 1995-96, when tracking began.



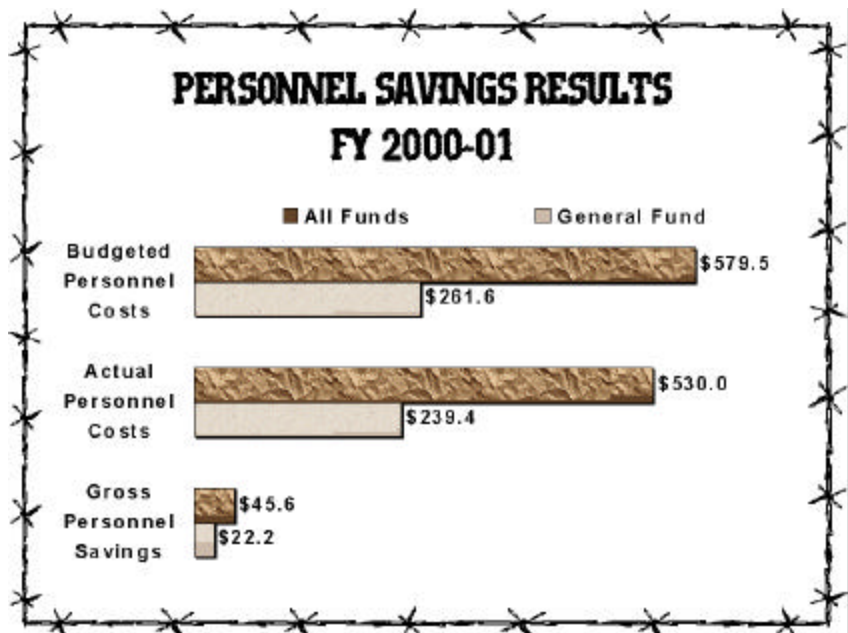
Maricopa County leadership continues to make a conscious effort to stem employee attrition while focusing on providing results for customers. Maricopa County's successful decline in attrition had its roots during FY 1995-96. This was the first time employee satisfaction surveys were put in effect and a new leave plan implemented. Management began to focus on accountability to the citizens and employees. Today, these efforts have evolved into Maricopa County's Managing for Results (MfR) System.

¹ The formula used to calculate Maricopa County's attrition rates compares the number of vacant positions to total authorized positions.



Maricopa County departments have participated in the Planning for Results stage of MfR, Budgeting for Results, and are now immersed in service delivery and data collection in preparation for Reporting Results. (All of the stages are shown on the chart at left.) Additional information regarding the impact of MfR may be found in the New Directions section of this document.

Maricopa County's FY 2000-01 gross actual personnel savings² for all funds (excluding grants) of \$45.6 million represents a 7.9% savings over budget. General Fund annual gross actual personnel savings of \$22.2 million represents a 8.5% savings over the General Fund budget. The chart at right compares FY 2000-01 personnel savings results for all funds (excluding grants) to those of the General Fund.

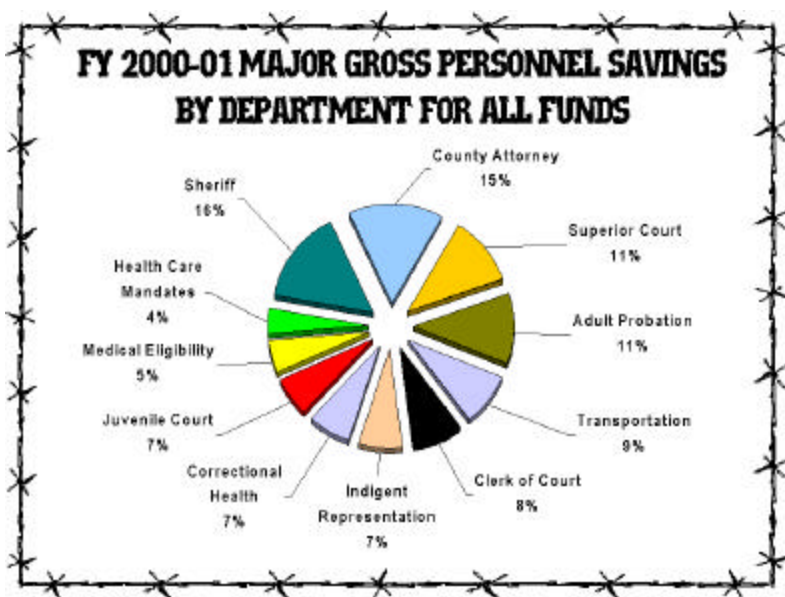


² Personnel savings are grouped by fund in this document. The General Fund is a general operating fund set-up to account for the resources and uses of general governmental operations of the County. Taxes provide most of these resources. Enterprise funds are accounted for in a method similar to private business enterprise, where user fees are intended to recover expenditures. Special Revenue Funds are restricted to use by statute and local policy. The personnel savings section of this document places emphasis upon General Fund personnel savings. This fund has the greatest impact upon the citizens of Maricopa County. All other sections of this document which make reference to personnel savings include all funds (excluding grants).

MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 4TH QUARTER/ANNUAL FY 2000-01

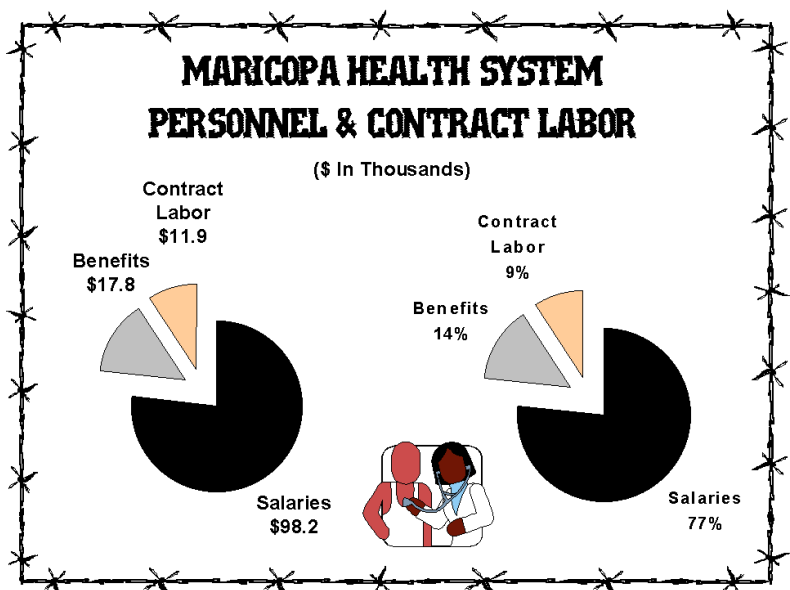
General Fund departments showing the highest gross personnel savings are provided on the table below.

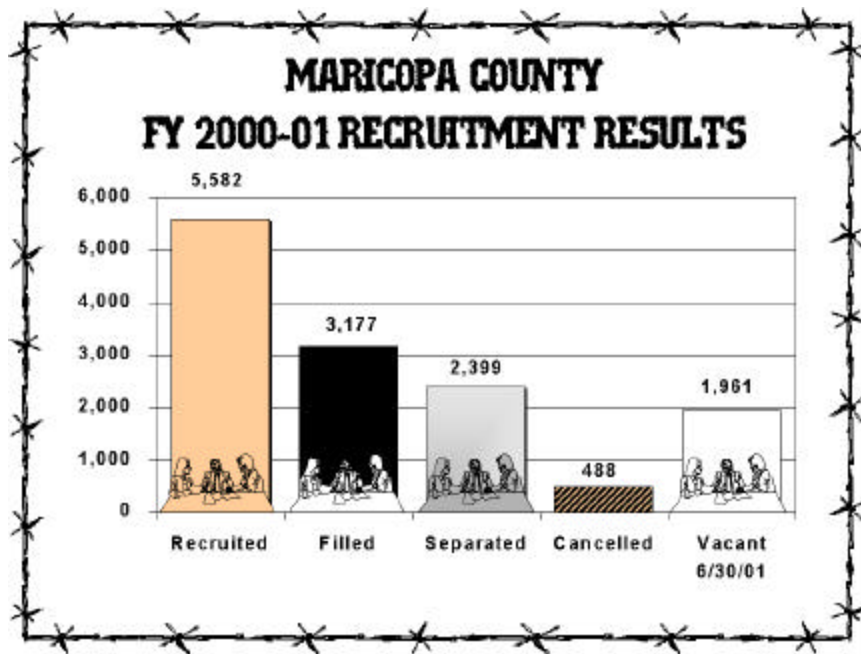
GENERAL FUND MAJOR GROSS PERSONNEL SAVINGS BY DEPARTMENT	
Superior Court	\$ 1,465,418
Sheriff's Office	\$ 1,374,340
County Attorney	\$ 1,336,632
Indigent Representation	\$ 938,974
Clerk of Superior Court	\$ 793,948
Assessor	\$ 665,445
Adult Probation	\$ 535,370
Facilities Management	\$ 510,627



The chart at left shows major gross actual personnel savings for all funds by department for FY 2000-01.

Maricopa County's economic growth nurtures competition in the local job market, as evidenced in the health care arena. The County continues to rely upon more costly and erratic contract labor to meet customer demands, such as seen in nursing. Registered nurses are an essential workforce that continues to see high vacancy rates. These vacancies must be filled immediately in order to meet patient demand. Total contract labor represents 9% of the Maricopa Health System workforce as seen on the chart at right.

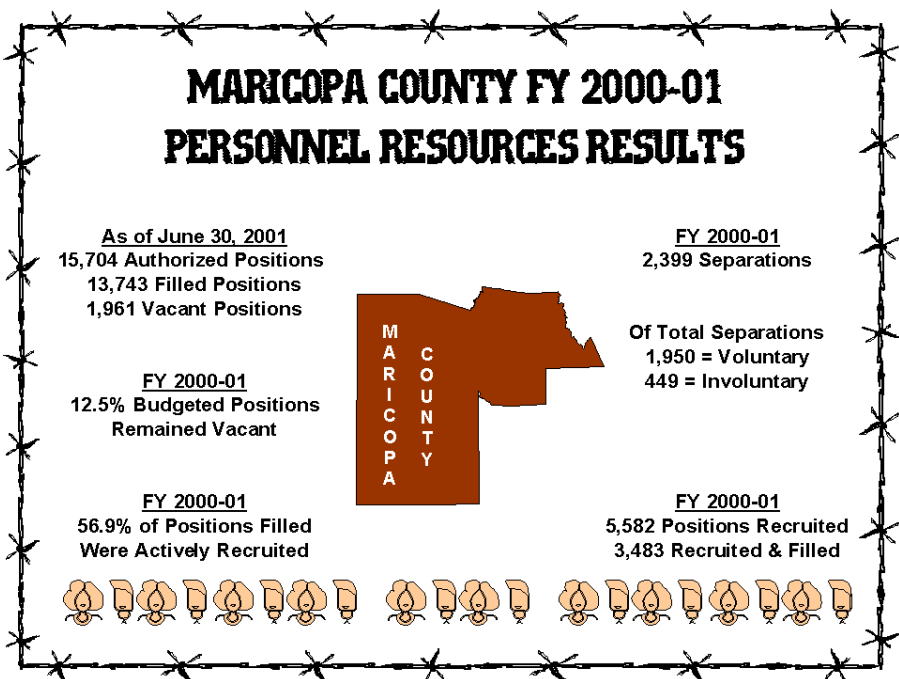




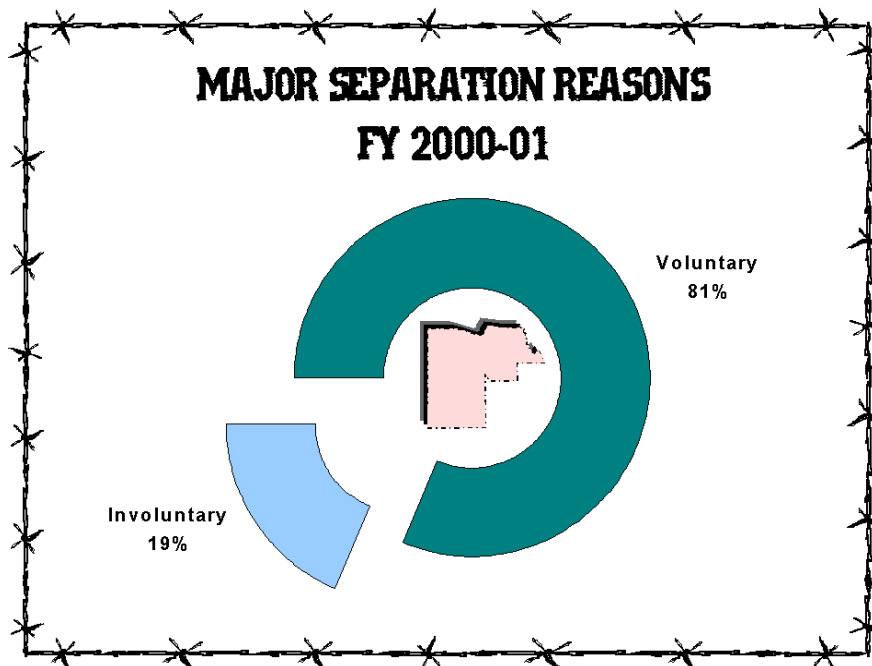
The chart at left provides a Countywide glimpse of FY 2000-01 recruitment results. Of the 5,582 positions recruited, 3,177 or 56.9% were filled and 1,961 or 35.1% remained vacant as of June 30, 2001. 2,399 positions or 42.9% of those recruited represent vacancies created due to employee separations and 444 or 8.0% of all recruitment requests were cancelled.

The chart at right addresses summary personnel resources results for FY 2000-01. Total authorized positions increased by 995 positions from FY 1999-00. Attrition dropped from 10.5% to 8.9% over the same period, which is an indication of employee satisfaction.

Personnel resources results provide management with tools necessary to achieve organization objectives and measurable results in order to assess emerging personnel trends and make informed decisions.



Maricopa County's success at meeting staffing objectives while increasing resource accountability during FY 2000-01 may be attributed to an ongoing commitment to attract and retain highly qualified, diversified and satisfied employees. The County continues to maintain a value-added compensation plan, leave plan and employee programs that provide competitive salary, wages and benefits, creative recruitment and innovative retention strategies. One of the major areas recently addressed focuses upon educational and career growth in order to achieve employee satisfaction.



Separations, or the number of employees leaving the County, are classified as either voluntary or involuntary, as shown on the chart at left. Separation reasons provide management with an opportunity to assess and resolve staffing issues such as employee retention and impacts to customer service. The higher the voluntary separation rates the higher the financial and operational impact to County departments. Involuntary

separation increases may reflect personnel training, recruitment or performance issues.

Valuable experience is lost when employee separations increase. This results in costly recruitment and training, while adversely impacting customer confidence. Maricopa County's emphasis on employee satisfaction is geared to stem the flow of quality individuals leaving its employ.

Maricopa County's staffing objectives focus on organizational performance relative to strategic goals. One tool available for achieving staffing objectives is the new employee Performance Management process. The Managing for Results Strategic Plans provide the capacity for linking individual employee performance to departmental performance through the Performance Management process. This process allows employees to see how they contribute at the operational, departmental, and corporate levels. This performance oriented focus enables the County to place a high value on employees while providing quality customer directed services.

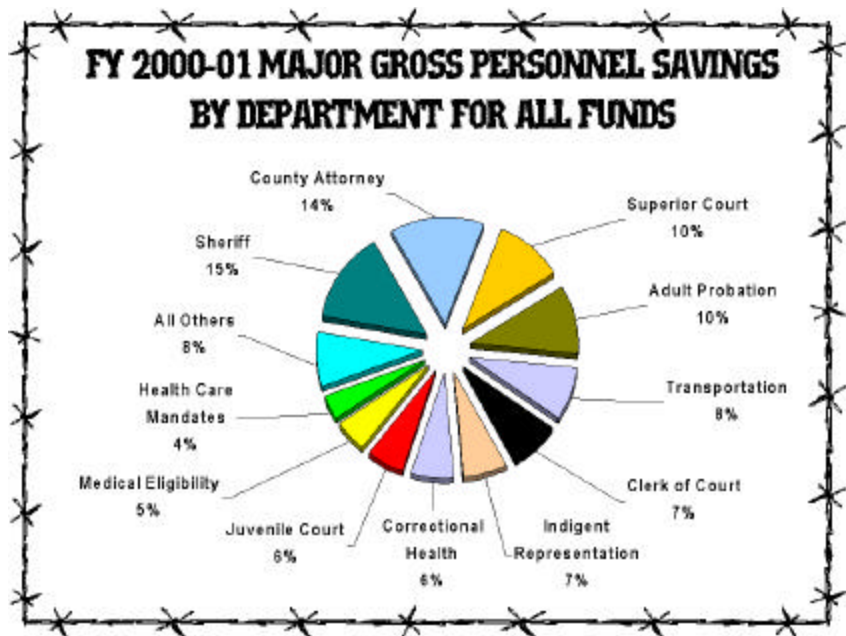


Personnel Costs & Savings

FY 2000-01 actual personnel costs for all funds total \$544.2 million and gross actual personnel savings for all funds total \$18.1 million. Gross actual personnel savings represent 3.3% of total personnel costs. The table below compares actual personnel savings to budget.

MARICOPA COUNTY ANNUAL FY 2000-01 PERSONNEL SAVINGS - ALL FUNDS						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$579,990,347	\$544,552,443	\$31,461,861	5.5%	\$18,065,649	\$13,396,212	74.2%

The chart at right provides a glimpse of the financial impact individual departments have on the total gross personnel savings of \$31.5 million. The departments shown represent \$28.9 million or 91.7% of the total gross personnel savings, which leaves \$8.3 million divided amongst the remaining 48 departments.



Personnel savings result when positions remain vacant, the actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused.

MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 4TH QUARTER/ANNUAL FY 2000-01

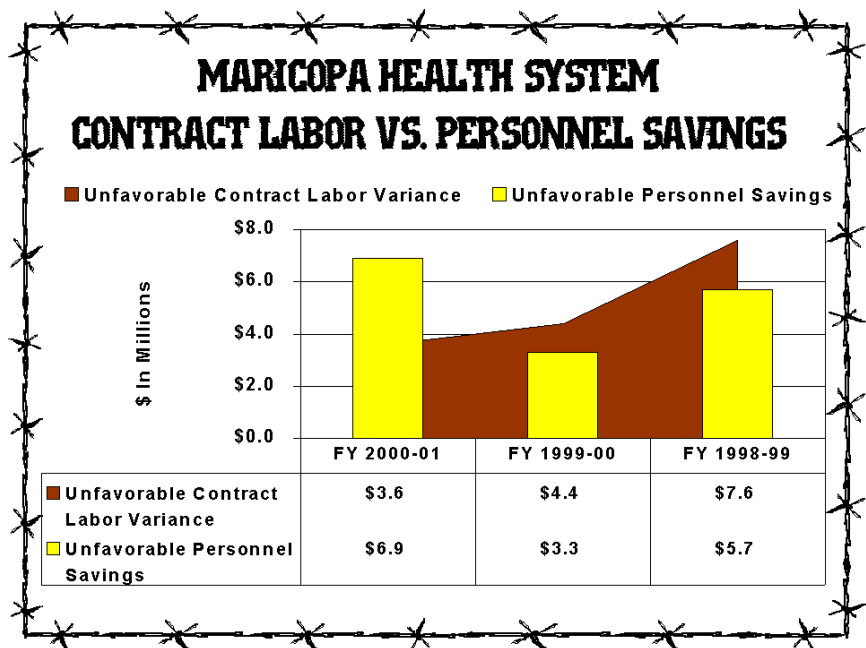
The table below breaks-out the major departmental savings as a percent of the total gross personnel savings.

FY 2000-01 MAJOR GROSS PERSONNEL SAVINGS FOR ALL FUNDS		
Department	Gross Personnel Savings	% of Total Personnel Savings
Sheriff's Office	\$4.4 Million	14.0%
County Attorney	\$4.4 Million	14.0%
Superior Court	\$3.3 Million	10.5%
Adult Probation	\$3.3 Million	10.5%
Transportation	\$2.5 Million	7.9%
Clerk of Court	\$2.3 Million	7.3%
Indigent Representative	\$2.1 Million	6.7%
Correctional Health	\$2.0 Million	6.3%
Juvenile Court	\$1.9 Million	6.0%
Medical Eligibility	\$1.5 Million	4.8%
Health Care Mandates	\$1.2 Million	3.8%
All Other Departments	\$2.6 Million	8.3%

Maricopa Health System FY 2000-01 Personnel Results			
Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings to Budget	% Gross Actual Savings to Budget
\$109,011,037	\$115,949,742	(\$6,938,705)	(6.4%)

Gross actual personnel savings for the Maricopa Health System (MHS) are a negative (\$6.9) million or (6.5%) over budget. MHS FY 2000-01 contract labor also exceeded budget by (\$3.6) million or (4.3%).

The chart at right shows the increase in unfavorable personnel savings from FY 1999-00 of \$3.6 million and an offsetting decrease in the unfavorable contract labor by \$0.8 million.

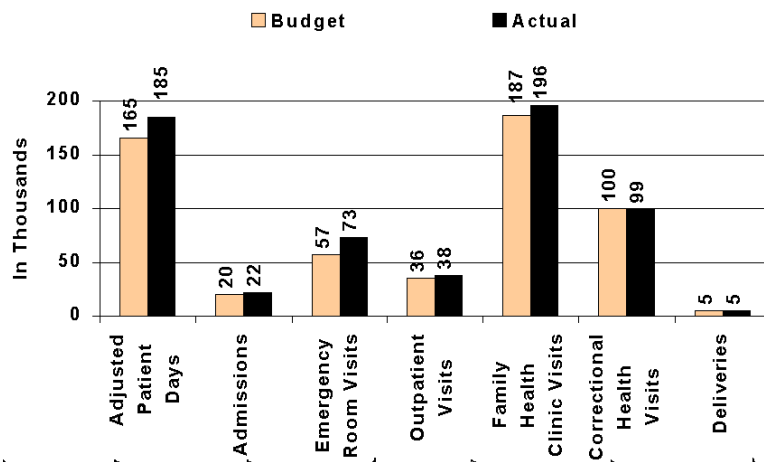


The MHS negative personnel variances are primarily due to the following unbudgeted items:

- Weekend bonus and overtime paid;
- Employee medical insurance premium increases;
- Business office employees and Family Health Center housekeeping staff transitioned to regular employees from outside services;

Negative personnel variances are offset by below budget salaries per patient day.

MARICOPA HEALTH SYSTEM FY 2000-01 OPERATIONS RESULTS

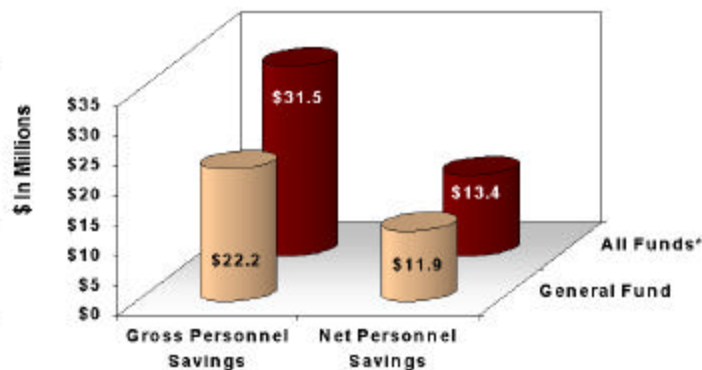


The growing demands for service continue to place additional burdens on the health system. The chart at left shows that all areas are expanding except correctional health clinic visits and deliveries.

The chart at right provides a comparison of gross personnel savings to net savings above budget for the General Fund vs. all funds.

FY 2000-01 General Fund actual personnel costs total \$239.4 million and gross actual personnel savings for the General Fund total \$22.2 million. Gross actual personnel savings represent 9.3% of actual personnel costs. The chart below compares actual personnel savings to budget. The \$11.9 million in net actual savings (above budget) equates to a 5.6% variance to total budgeted personnel costs.

MARICOPA COUNTY FY 2000-01 PERSONNEL SAVINGS COMPARISON



*All Funds Excluding Grants

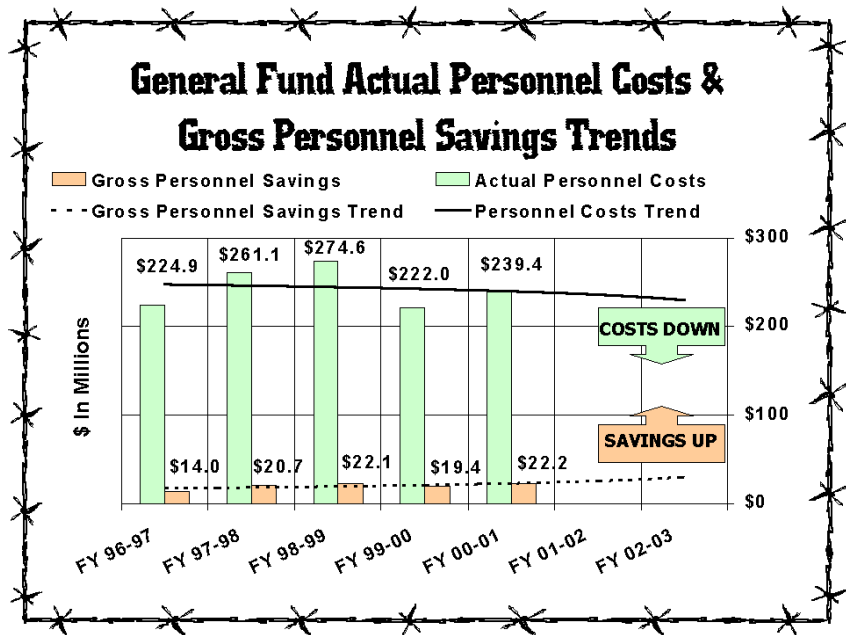
MARICOPA COUNTY ANNUAL FY 2000-01 PERSONNEL SAVINGS - GENERAL FUND

Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$259,626,840	\$239,389,010	\$22,163,724	8.5%	\$10,250,145	\$11,913,579	116.2%

MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 4TH QUARTER/ANNUAL FY 2000-01

The chart at right shows trends in General Fund actual personnel costs and gross personnel savings. General Fund actual personnel costs continue on a downward trend as the personnel savings trend continues to increase.

The table below shows the FY 2000-01 General Fund personnel savings by department, excluding General Government.



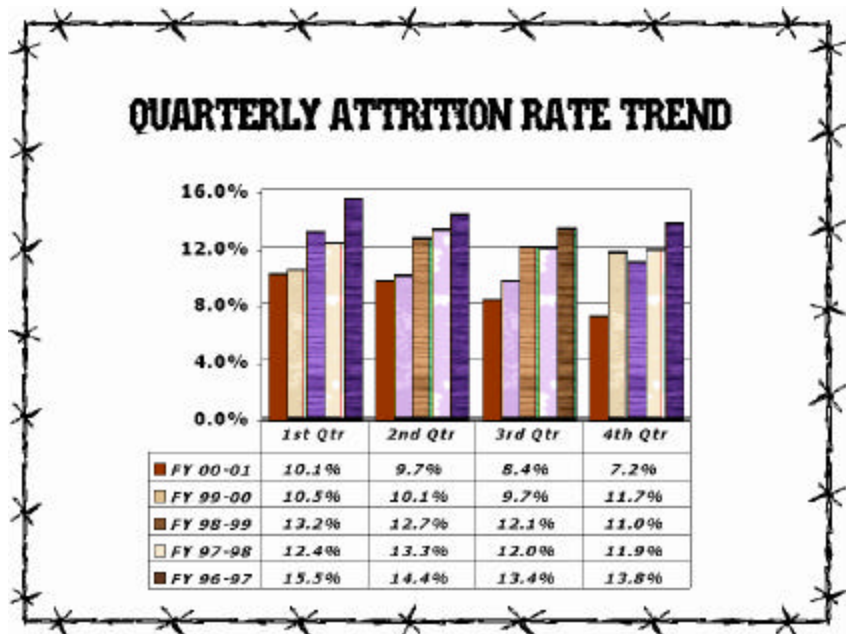
AGENCY NAME	GROSS BUDGET PERSONNEL COSTS	ACTUAL PERSONNEL COSTS	GROSS PERSONNEL SAVINGS	BUDGETED PERSONNEL SAVINGS	NET ACTUAL PERSONNEL SAVINGS	GROSS ACTUAL VARIANCE TO BUDGET
ADULT PROBATION	10,163,416	9,541,378	622,038	535,370	86,668	6.1%
ANIMAL CARE AND CONTROL	122,009	-	122,009	-	122,009	1.2%
ASSESSOR	12,586,156	11,635,597	950,559	665,445	285,114	7.6%
BOARD OF SUPERVISORS CLERK	353,908	326,358	27,550	-	27,550	7.8%
BOARD OF SUPERVISORS DISTRICT 1	217,248	213,267	3,981	-	3,981	1.8%
BOARD OF SUPERVISORS DISTRICT 2	192,409	181,626	10,783	-	10,783	5.6%
BOARD OF SUPERVISORS DISTRICT 3	212,993	196,580	16,413	-	16,413	7.7%
BOARD OF SUPERVISORS DISTRICT 4	193,558	181,312	12,246	-	12,246	6.3%
BOARD OF SUPERVISORS DISTRICT 5	204,900	200,959	3,941	-	3,941	1.9%
CLERK OF SUPERIOR COURT	18,425,507	16,950,122	1,475,385	793,948	681,437	8.0%
CONSTABLES	1,437,434	1,400,788	36,646	15,538	21,108	2.5%
COUNTY ADMINISTRATION OFFICE	1,089,216	830,417	258,799	33,243	225,556	23.8%
COUNTY ATTORNEY	40,110,873	36,274,214	3,836,659	1,336,632	2,500,027	9.6%
COUNTY CALL CENTER	1,170,882	1,027,656	143,226	59,852	83,374	12.2%
DEPARTMENT OF FINANCE	1,805,364	1,595,509	209,855	89,427	120,428	11.6%
ELECTIONS	3,540,646	3,089,414	451,232	12,285	438,947	12.7%
EMERGENCY MANAGEMENT	115,329	94,683	20,646	-	20,646	17.9%
ENVIRONMENTAL SERVICES	471,272	466,991	4,281	26,900	(22,619)	0.9%
FACILITIES MANAGEMENT	8,000,562	7,382,741	617,821	510,627	107,194	131.1%
HEALTH CARE MANDATES	2,601,392	1,446,284	1,155,108	76,630	1,078,478	44.4%
HUMAN RESOURCES	3,143,423	2,922,549	220,874	55,085	165,789	7.0%
HUMAN SERVICES	361,037	387,712	(26,675)	-	(26,675)	(7.4%)
INDIGENT REPRESENTATION	26,209,574	24,417,459	1,792,115	938,974	853,141	6.8%
INTERNAL AUDIT	861,052	781,815	79,237	10,000	69,237	9.2%
JUDICIAL MANDATES	2,134,603	1,694,977	439,626	66,627	372,999	20.6%
JUSTICE COURTS	12,074,415	11,418,704	655,711	450,000	205,711	5.4%
JUVENILE COURT	9,541,530	8,776,564	764,966	278,139	486,827	8.0%
MANAGEMENT & BUDGET	1,392,875	1,188,481	204,394	24,787	179,607	14.7%
MATERIALS MANAGEMENT	1,308,170	1,197,846	110,324	58,615	51,709	7.9%
MEDICAL ELIGIBILITY	10,478,412	8,973,992	1,504,420	588,875	915,545	14.4%
MEDICAL EXAMINER	3,158,777	2,838,287	320,490	206,026	114,464	10.1%
OFFICE OF THE CIO	3,861,157	3,599,549	261,608	133,485	128,123	6.8%
PLANNING & TRAINING	590,189	475,075	115,114	4,830	110,284	19.5%
PUBLIC FIDUCIARY	1,556,166	1,483,671	72,495	37,596	34,899	4.7%
PUBLIC HEALTH	4,525,605	4,229,156	296,449	202,804	93,645	6.6%
RECORDER	1,398,883	1,135,672	263,211	58,911	204,300	18.8%
RECREATION SERVICES	1,142,469	1,005,132	137,337	37,558	99,779	12.0%
SHERIFF	35,207,710	34,520,311	687,399	1,374,340	(686,941)	60.2%
SUPERINTENDENT OF SCHOOLS	1,450,711	1,402,902	47,809	-	47,809	3.3%
SUPERIOR COURT	33,575,004	31,441,798	2,133,206	1,465,418	667,788	6.4%
TREASURER	2,640,004	2,461,462	178,542	102,178	76,364	6.8%
TOTAL	259,626,840	239,389,010	20,237,830	10,250,145	9,987,685	7.8%



ATTRITION

Maricopa County's FY 2000-01 annual average rate of attrition³, or turnover was 8.9%. Actual 4th quarter attrition was 7.2%, the lowest quarterly rate of attrition in the past five years.

A marked decrease in attrition Countywide has occurred since FY 1995-96. As demonstrated on the chart at right, quarterly attrition rates continue to drop. This is due to the filling of vacant positions.



Maricopa County's retention continues to improve in this price-competitive market. Continuing declines in attrition may be attributed to a push towards competitive employee remuneration and employee satisfaction. The County's retention strategies offset the affects of continued low unemployment coupled with sustained increases in population that tend to increase competition.

The most significant results, the decline in employee attrition over the past five years, show average annual attrition rates falling from a high of 19.1% in FY 1995-96 to a low of 8.9% FY 2000-01. This reflects a reduction of 10.2 basis points.

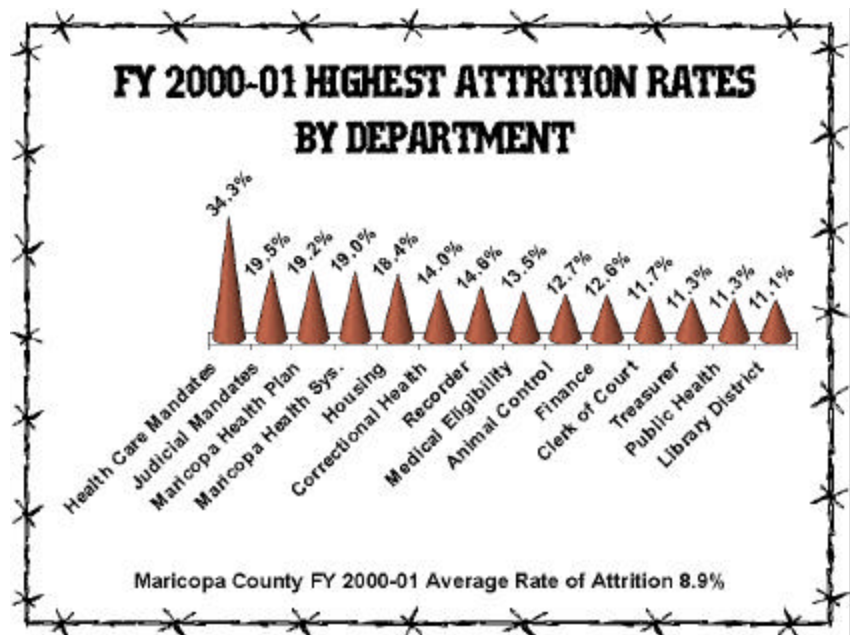
³ The formula used to calculate Maricopa County's attrition rates compares the number of vacant positions to total authorized positions.

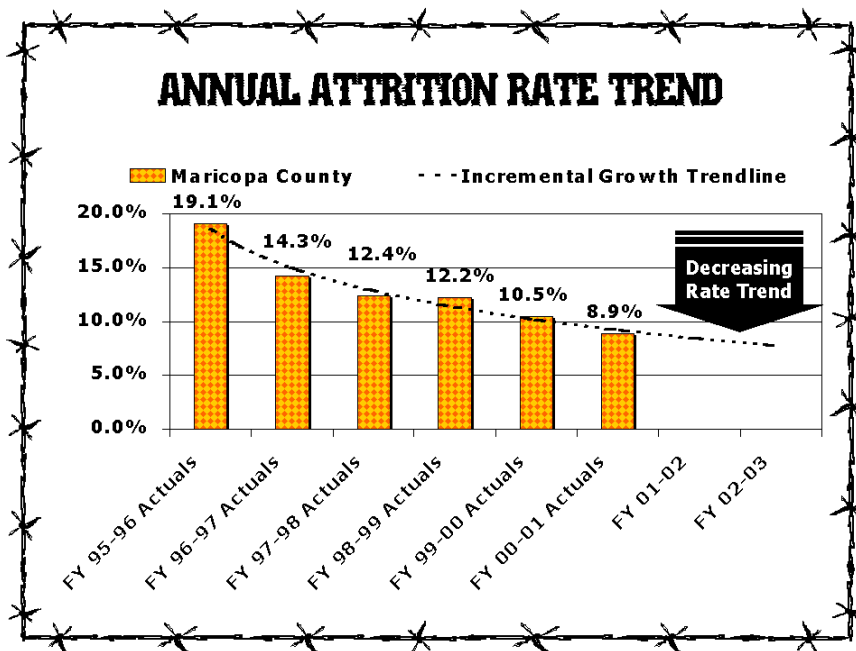
MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 4TH QUARTER/ANNUAL FY 2000-01

Maricopa County departments with average annual attrition at or higher than the FY 2000-01 8.9% average are compared to the FY 1999-00 average attrition on the table below, including basis point reductions or increases in attrition.

Department	FY 99-00 Avg. Attrition	FY 00-01 Avg. Attrition	Lower(Higher)
Health Care Mandates	32.8%	34.3%	(1.5)
Judicial Mandates	8.9%	19.5%	(10.6)
Maricopa Health Plan	12.9%	19.2%	(6.3)
Maricopa Health System	12.8%	19.0%	(6.2)
Housing	18.0%	18.4%	(0.4)
Recorder	13.2%	14.7%	(1.5)
Correctional Health	16.0%	14.0%	2.0
Medical Eligibility	20.9%	13.5%	7.4
Animal Care & Control	15.2%	12.7%	2.5
Finance	20.2%	12.6%	7.6
Clerk of Superior Court	10.2%	11.7%	(1.5)
Public Health	13.5%	11.3%	2.2
Treasurer	14.8%	11.3%	3.5
Library District	25.3%	11.1%	14.2
Planning & Development	9.9%	10.3%	(0.4)
Parks & Recreation	13.5%	10.0%	3.5
Call Center	13.3%	9.9%	3.4
Indigent Representation	10.3%	9.8%	0.5

Departments with more than 25 employees, showing the highest rates of attrition over the FY 2000-01 average annual attrition rate of 8.9% are shown on the chart at right. Issues are being addressed to reduce the relatively high turnover in these departments.





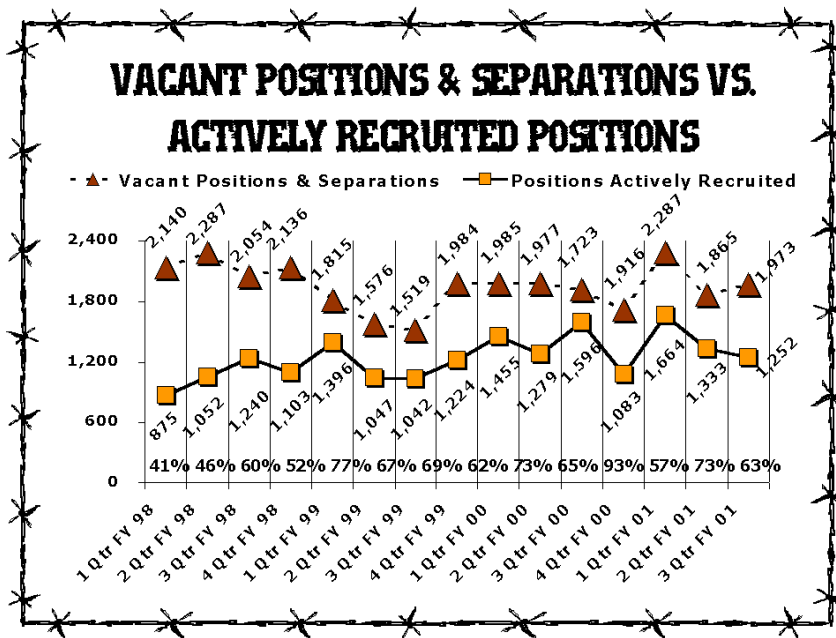
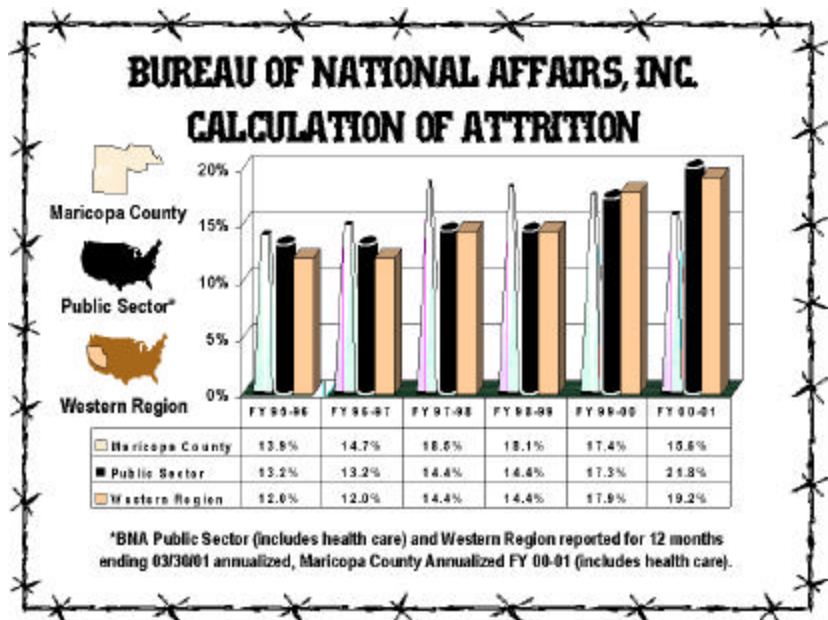
As shown on the chart at left, Maricopa County's average annual attrition rate trend has declined by over 53% since FY 1995-96. The decreasing rates of attrition are attributed to increases in the number of positions actively recruited combined with reductions in vacant positions, increases in the number of positions authorized in the budget process, combined with Countywide efforts to recruit and retain productive employees.

Attrition may be directly related to employee satisfaction. Employee issues are addressed through employee satisfaction survey results annually. Maricopa County continues to place an emphasis on employee compensation through market equity. The Maricopa County Compensation Plan of 1997 provided the outline for attaining a level of pay for all employees that is relative to current market pay-rates. This goal has been met as of June 30, 2001, one year earlier than the plan anticipated. Market equity has been achieved through salary surveys and other ongoing initiatives to retain capable and responsible staff. By attaining a level of pay for all employees that is relative to current market pay-rates resolves significant problems that have hindered the County's ability to attract and retain a quality workforce.

Maricopa County utilizes another source and methodology in calculating attrition in order to measure itself against other comparable employers. The source is the Bureau of National Affairs, Inc., (BNA). BNA's formula differs from Maricopa County's calculation of attrition because BNA compares the number of *separations* to the average number of regular *positions filled* and annualized. BNA turnover rates do not include reductions-in-force. BNA surveys human resource and employee relations executives representing organizations throughout the United States.

The BNA formula looks at separating employees (true attrition based upon employees leaving the County) versus the number of vacant positions (or vacancy rate) as compared in the County formula. During departmental strategic planning and the annual budget process, an emphasis is placed upon the BNA formula in order to highlight possible retention issues. Vacant positions are then examined to ensure correct funding levels.

The chart at right provides a glimpse of the attrition nationwide, as compared to Maricopa County. The BNA calculated County rate of attrition is substantially lower than the rest of the nation. This may be an indication of the County's push towards competitive employee remuneration combined with employee satisfaction.



The chart at left shows the number of positions vacant at the end of the 4th quarter, including vacancies occurring during the quarter, and separations occurring throughout the quarter, as compared to the total number of positions actively recruited during the quarter. The percent of positions recruited is also reflected on the chart. This data assists management in determining the impact of recruitment efforts on attrition.

Attrition is an indication of how well employers hold on to their employees. Maricopa County continues to examine employee issues in combination with recruitment and retention efforts in order to stem the tide of attrition.

MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 4TH QUARTER/ANNUAL FY 2000-01
MARICOPA COUNTY ATTRITION RATE CALCULATIONS BY DEPARTMENT

AGENCY NAME	COUNTY CALCULATED ATTRITION	ANNUALIZED BNA CALCULATED ATTRITION
ADULT PROBATION	8.17%	9.48%
ANIMAL CARE & CONTROL	12.73%	33.06%
ASSESSOR	7.87%	9.48%
BOARD OF SUPERVISORS CLERK	3.57%	0.00%
BOARD OF SUPERVISORS DISTRICT 1	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 2	16.67%	33.33%
BOARD OF SUPERVISORS DISTRICT 3	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 4	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 5	6.25%	0.00%
CLERK OF SUPERIOR COURT	11.74%	16.76%
COMMUNITY DEVELOPMENT	0.00%	0.00%
CONSTABLES	2.50%	10.00%
CORRECTIONAL HEALTH	14.01%	23.56%
COUNTY ADMINISTRATION OFFICE	14.06%	7.69%
COUNTY ATTORNEY	8.21%	16.33%
COUNTY CALL CENTER	9.85%	24.24%
CRIMINAL JUSTICE FACILITIES	10.00%	0.00%
DEPARTMENT OF FINANCE	12.61%	9.68%
ELECTIONS	5.09%	13.21%
EMERGENCY MANAGEMENT	5.12%	13.33%
ENVIRONMENTAL SERVICES	6.18%	11.34%
EQUIPMENT SERVICES	3.57%	9.84%
FACILITIES MANAGEMENT	6.59%	9.33%
FLOOD CONTROL DISTRICT	4.82%	5.31%
GENERAL GOVERNMENT	0.00%	0.00%
HEALTH CARE MANDATES	34.29%	62.16%
HOUSING	18.36%	21.43%
HUMAN RESOURCES	7.69%	3.75%
HUMAN SERVICES	7.06%	18.71%
INDIGENT REPRESENTATION	9.79%	10.90%
INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM	6.35%	0.00%
INTERNAL AUDIT	7.81%	6.25%
JUDICIAL MANDATES	19.51%	13.89%
JUSTICE COURTS	5.82%	11.51%
JUVENILE PROBATION	6.19%	8.41%
LIBRARY DISTRICT	11.01%	16.07%
MANAGEMENT & BUDGET	11.78%	23.53%
MARICOPA HEALTH PLAN	19.21%	26.07%
MARICOPA HEALTH SYSTEM	19.02%	26.64%
MATERIALS MANAGEMENT	5.26%	7.89%
MEDICAL ELIGIBILITY	13.52%	13.78%
MEDICAL EXAMINER	8.75%	14.04%
OFFICE OF THE CIO	5.37%	6.45%
PARKS & RECREATION	9.95%	18.39%
PLANNING & DEVELOPMENT	10.25%	10.00%
PLANNING & TRAINING	0.00%	0.00%
PUBLIC FIDUCIARY	8.09%	9.09%
PUBLIC HEALTH	11.32%	17.10%
RECORDER	14.64%	19.70%
RESEARCH & REPORTING	13.61%	50.00%
RISK MANAGEMENT	5.00%	16.67%
SHERIFF	7.62%	11.55%
SOLID WASTE GENERAL	8.33%	0.00%
STADIUM DISTRICT MLB	0.00%	25.00%
SUPERINTENDENT OF SCHOOLS	5.00%	26.09%
SUPERIOR COURT	7.72%	16.11%
TELECOMMUNICATIONS	8.31%	10.00%
TRANSPORTATION	8.71%	8.05%
TREASURER	11.33%	9.09%
TOTALS	8.86%	15.56%



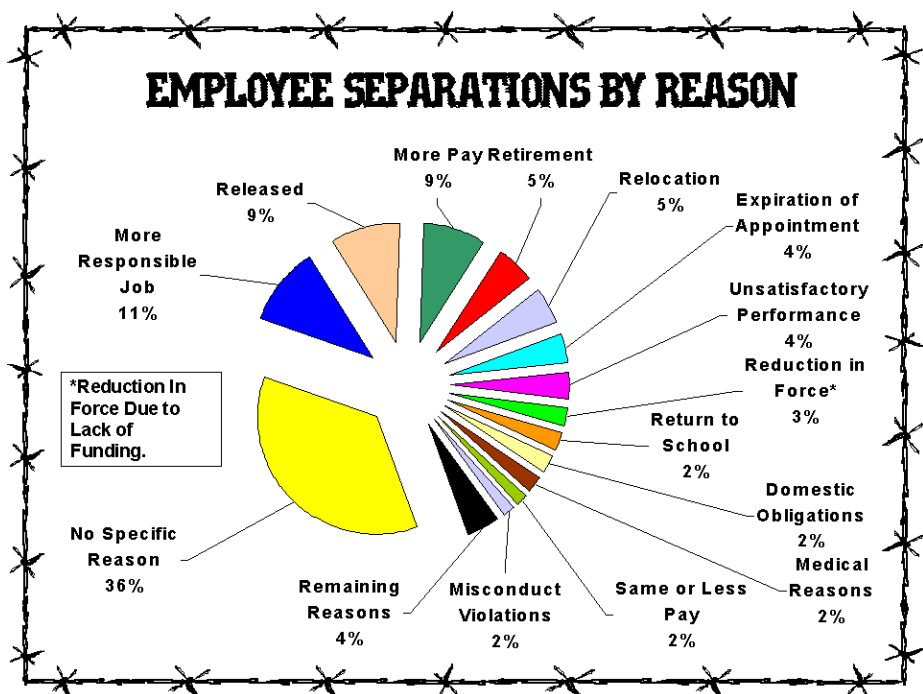
EMPLOYEE RETENTION

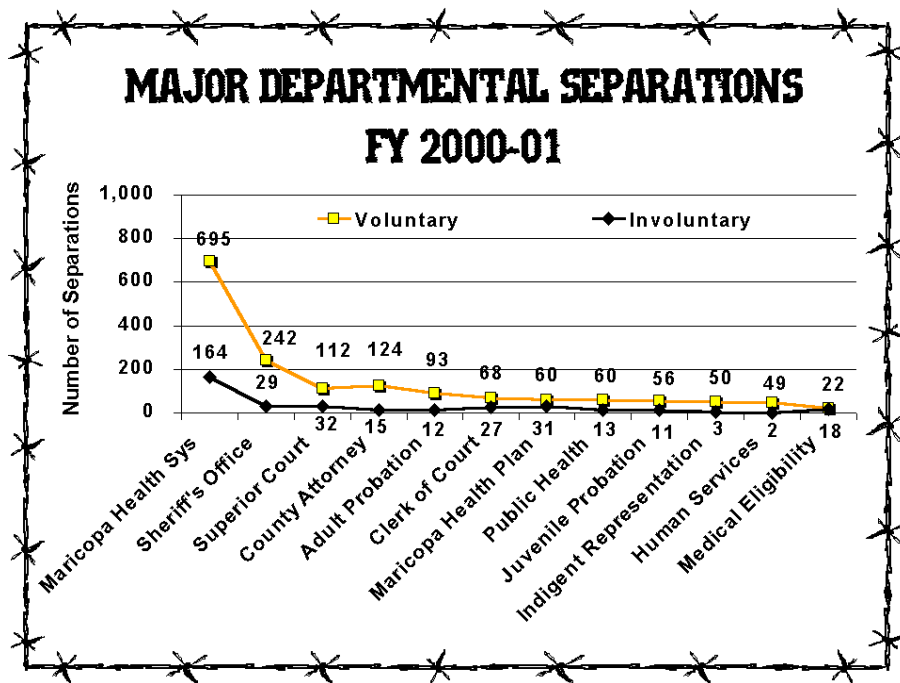
Maricopa County strives to align employee performance with a personal commitment and cooperation in achieving and maintaining Countywide strategic goals. This retention strategy is geared to stem the flow of quality individuals leaving its employ. Valuable experience is lost when employee separations increase. This results in costly recruitment and training, while adversely impacting customer confidence.

Separations impose significant financial and operational impacts to County departments. Examples include lost productivity, increased recruitment activity, additional training time and cost, reductions in the level of customer service, and reduced employee morale due to additional demands placed upon existing employees that assume extra workloads. Emphasis is placed upon voluntary separations due to the substantial impact on attrition, employee morale, and customer service.

Separation information is vital to improving the quality of working life as well as solving attrition issues. Separations remain a key indicator of employee satisfaction and provide management with an opportunity to assess and resolve staffing issues.

Maricopa County strives to maintain a highly competitive stance in the labor marketplace today. Evaluating the County's personnel retention programs through measurable performance results in such areas as employee separations plays a crucial role in identifying employee needs. The chart at right provides the top separation reasons given by employees upon separation during FY 2000-01.

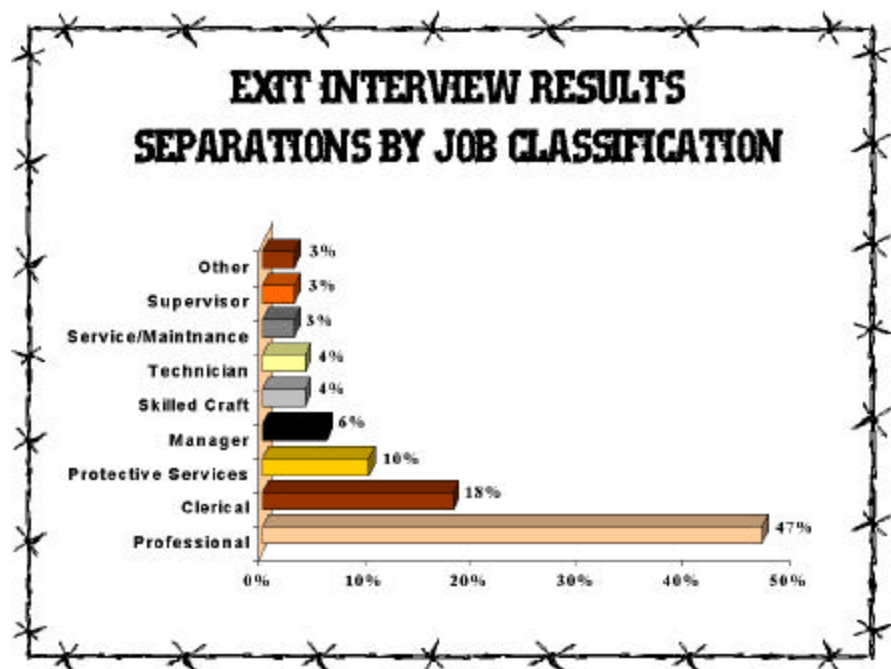




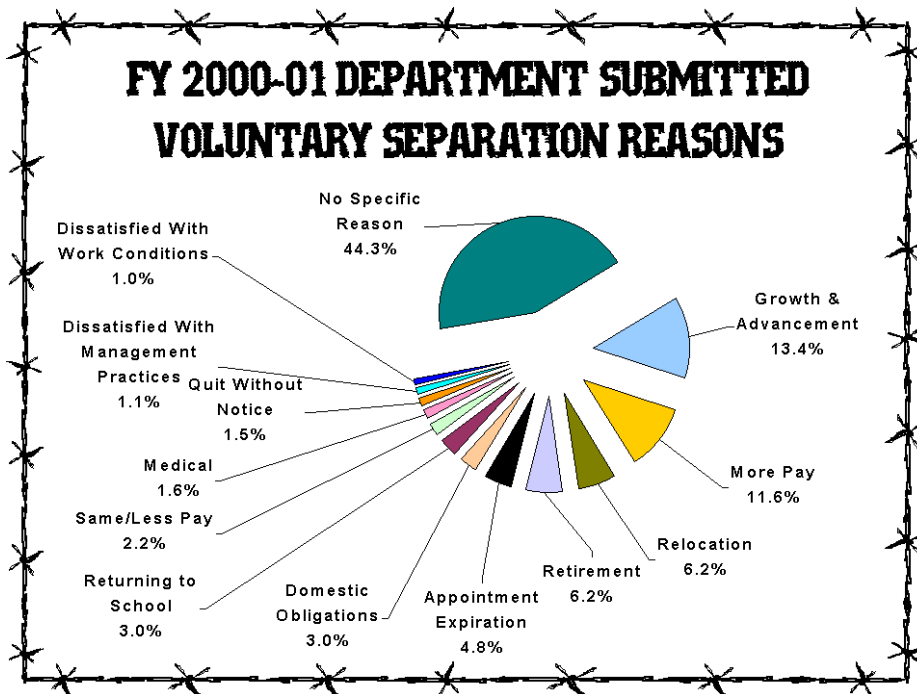
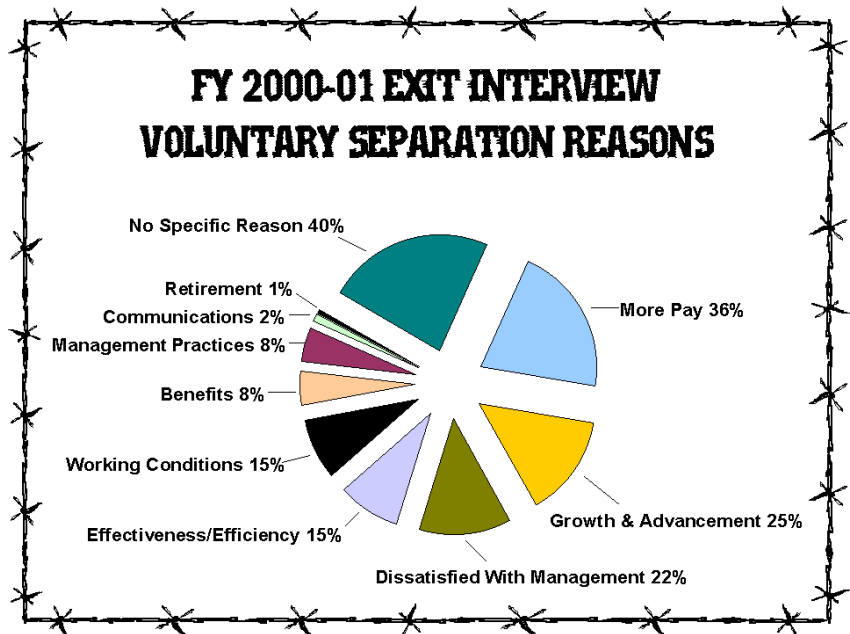
FY 2000-01 separations total 2,399. The departments showing the largest number of separations are provided on the chart at left, and are divided into the two separation categories, voluntary and involuntary.

Separations play a major role in identifying employee needs. By examining separating employee job classifications and separation reasons, management is able to address current issues, increase employee satisfaction and reduce the number of employees leaving the County voluntarily. Information provided by separating employees is a critical factor in improving the work environment, quality of work generated and customer satisfaction.

The chart at right shows the job classifications of employees leaving the County voluntarily. This information was obtained via exit interviews performed after separation from County employment.

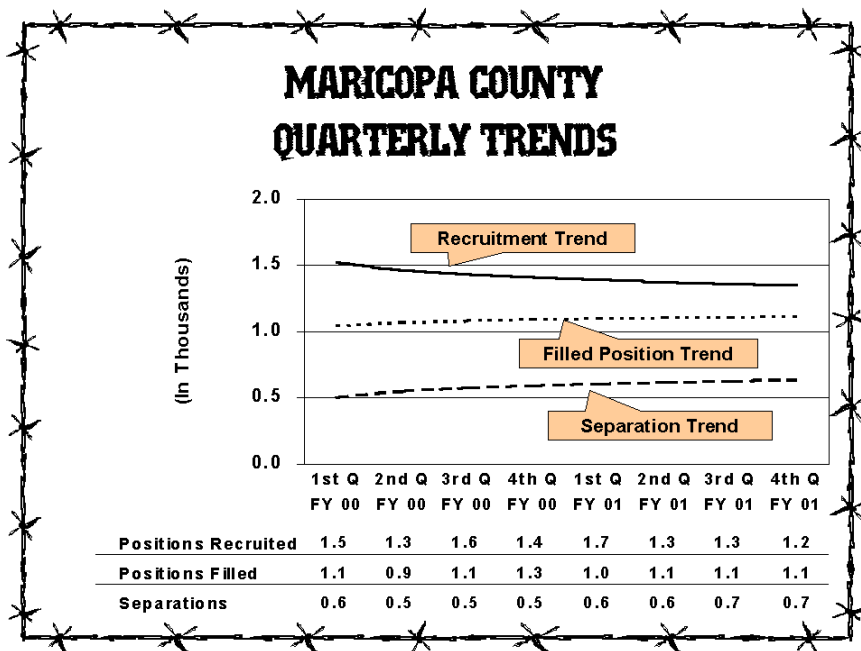


The chart at right provides the top separation reasons given by employees after separating through the exit interview process, as performed by the County's Research and Reporting department.



The chart above can be compared to the chart at left, which represents FY 2000-01 department submitted separation reasons. At the time of separation, employees provide department management with a separation reason.

Separation reasons, as shown on both charts, represent voluntary separations only.



Another measure of retention success is demonstrated through the trend results provided on the chart at left. The separation trend and filled position trend increase slightly over the FY 2000-01. The recruitment trend shows a greater decrease. Recruitment efforts may play a significant role in filling newly created positions.

It is incumbent upon management to analyze employee separation reasons in order to develop retention strategies. Successful employee retention results require knowledge of employee issues, knowledge of the competition in the local job market and a management team that is equipped to assess emerging personnel trends in order to promote a climate where employees are provided personal and career growth opportunities.



New Directions

Maricopa County's Managing for Results⁴ (MfR) process aligns strategic plan measures into employee Performance Management Plans. A new Performance Management Policy instituted provides a process that links employee plans directly to department strategic plans. The process provides a new rating system that focuses on results. A training roll-out plan has been instituted. The plan calls for aligning employee performance, evaluation and rewards to results. Using measurable program and process results uniformly across all departments provides management with the tools necessary for making informed decisions regarding the use of its resources. It also provides a platform for determining our stance in the local labor market. The County expects the new process to be fully implemented in departments by June 30, 2002.

FY 2000-01 accomplishments include the completion of market adjustments for employees. The average County employee's salary is now within 6% of the market average. Another personnel related accomplishment is the development of a new Performance Management Policy, which incorporates Managing for Results initiatives of linking employee performance to department and Countywide strategic goals.



Managing for Results moved from the planning for results stage through the budgeting for results stage during FY 2000-01.

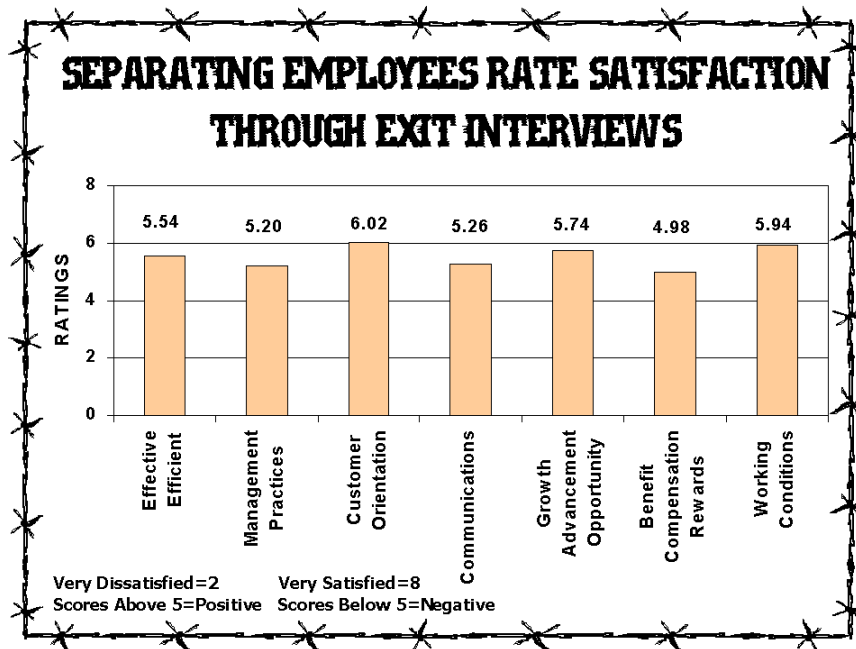
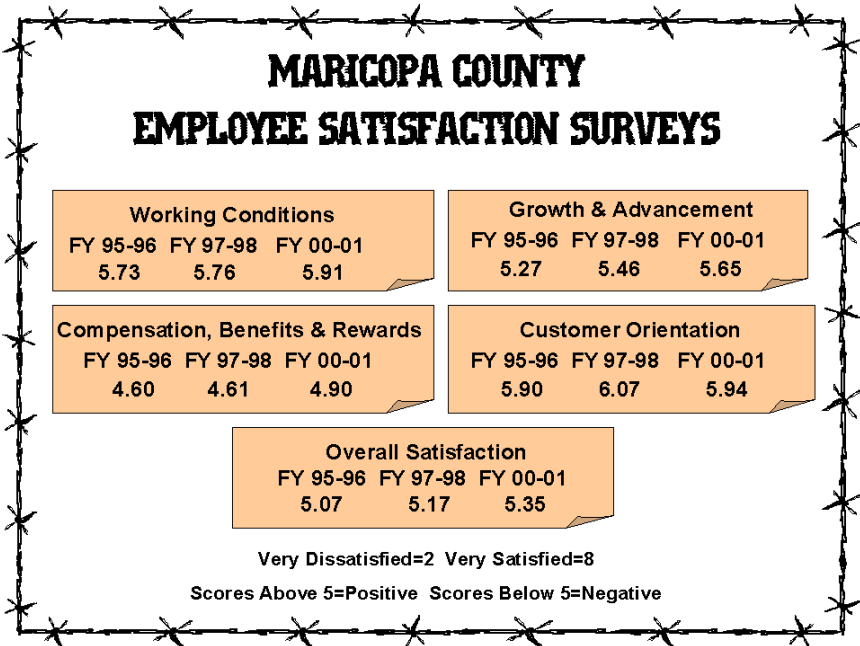
The FY 2000-01 MfR processes completed include County vision, mission and strategic priorities developed; vision and mission statements for departments followed suit; department strategic goals were set; and programs were developed with purpose statements and key results identified. A number of

departments began preparing new employee performance plans in an effort to strategically align department program results with County strategic priorities.

⁴ Maricopa County's management system that focuses upon achieving results for their customers.

Maricopa County Employee Satisfaction Surveys provide management with critical information necessary to recruit and retain productive employees.

The County is moving forward in resolving retention and other employee issues, as addressed in the chart at right comparing FY 1995-96 Employee Satisfaction Survey results to those of FY 1997-98 and FY 1999-00. All areas of employee satisfaction have increased.



Maricopa County also utilizes exit interviews to analyze how separating employees rate their County work experience. These work areas are consistent with employee separation reasons. The FY 2000-01 separating employee satisfaction ratings are provided on the chart at left.

Maricopa County's personnel resource focus must address mandated services and align hiring practices with organization wide strategic goals. County mandated services such as law enforcement, healthcare and attending to the welfare and safety of its citizens require a large labor force. Hence, employee satisfaction and motivation remain at the forefront of all financial and personnel resource issues.